



## Primary Factors

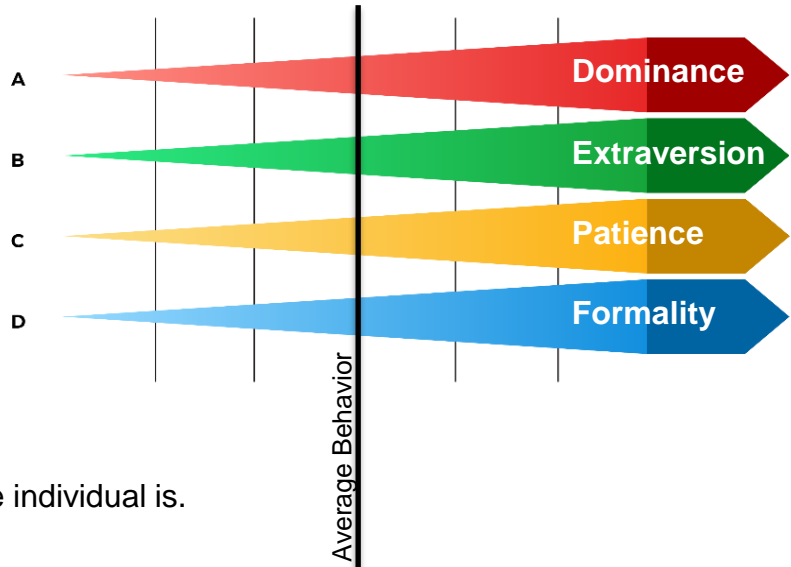
Each of the four primary factors is a drive to behave in a particular way, and each is different from the others.

**Dominance:** Drive to exert one's influence on people or events

**Extraversion:** Drive for social interaction with other people

**Patience:** Drive for consistency and stability

**Formality:** Drive to conform to rules and structure



## Self-Pattern

Basic motivations and needs. Who the individual is. What comes naturally to them.

MOTIVATING NEEDS	LOW AMOUNT The individual needs. . .	HIGH AMOUNT The individual needs. . .
<b>A</b> <b>Dominance</b> The Drive to Exert Influence on People or Events	Encouragement, reassurance, harmony, understanding, team recognition, freedom from competition, opportunities to collaborate	Independence, control of own activities, to be challenged, understanding of the big picture, autonomy in problem solving, individual recognition, opportunities to compete
<b>B</b> <b>Extraversion</b> The Drive for Social Interaction	Opportunities to reflect, room for introspection, freedom from office politics, private recognition, privacy, time to trust others, work with facts	Opportunities to interact, work with others and influence, social acceptance, public recognition, connect with others, visible signs of accomplishments
<b>C</b> <b>Patience</b> The Drive for Stability and Consistency	Opportunities to work at a faster than average pace, handle multiple priorities, freedom from routine and repetition, change, mobility	Long-term affiliation, ability to work at a steady pace, familiar surroundings, stable work environment, freedom from changing priorities, supportive team, recognition for loyalty
<b>D</b> <b>Formality</b> The Drive to Conform to Rules and Structure	Freedom from rigid structure, expression, rules and controls, opportunities to delegate and be spontaneous, flexibility, informality	Understanding of rules and regulations, specific knowledge of job, freedom from risk of error, time to gain expertise, clarity of expectations, certainty



## Reference Profiles

Reference Profiles are a quick and easy way to communicate the characteristics of a group of people who have similar drives.

### ANALYTICAL PROFILES

Analyzer      Controller      Strategist

Specialist      Venturer

### SOCIAL PROFILES

Altruist      Captain      Collaborator

Maverick      Persuader      Promoter

### PERSISTENT PROFILES

Scholar      Individualist

### STABILIZING PROFILES

Adapter      Guardian      Aritsan      Operator



- Bridge-builder
- Empathetic
- Versatile, Flexible
- Adapts to situations easily

Names of those I work with that have this style

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- Needs structure and adheres to the rules
- Cooperative, collaborative, congenial
- Asks, "What can I do to help you?"
- Dislikes risks, positive responses to pressure
- Empathetic, extraverted, enthusiastic selling
- Fast, intense, efficient, precise detail follow-Up

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# UNDERSTANDING BEHAVIORAL REFERENCE PROFILES

Names of those I work with that have this style



- Tense, moves quickly
- Demanding of self and others
- Exacting in setting standards of performance
- Intensely analytical, thorough, and disciplined
- Reserved in communication, skeptical and calculating
- Risk-averse, wants all answers before taking action

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- Produces highly precise, accurate work
- Needs strong structure and to adhere to rules
- Respects and seeks direction; needs a plan to follow
- Sensitive to criticism
- Straightforward, factual, calls it as it is
- Analytical thinking

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- Problem-solver, likes change and innovation
- Venturesome, risk-taker, confident, self starter
- Results-oriented, fast, intense and impatient
- Drive to control big picture, wants others buy in
- Authoritative, telling, diplomatic
- Best with systems, effective with people

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- Warm, friendly, lively, extraverted, easygoing
- Willing team player; helpful, understanding, listener
- Patient, steady, negative response to pressure
- Most effective with the familiar
- Uncritical, accommodating, accepting; dislikes risk
- Average detail in follow through

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- Specialist, needs strong structure, adheres to rules
- High-quality detail work; very tight in delegation
- Loyal, conscientious, cautious, conservative
- Does things fast and right
- Expert in technical specialty
- Best with systems, concepts, things

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- Skillful detail work, precise, wants to do the right thing
- Needs strong structure, adheres to rules
- Respects and seeks direction, needs a plan
- Works harmoniously with the group
- Shy with strangers, opens up in familiar circumstances
- Patient, steady, higher tolerance for repetitive work

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- Highly independent generalist
- Resists structure and authority
- Big picture, little interest in details
- Venturesome, risk-taker
- Goal and results oriented
- Authoritative, does things his/her own way

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# UNDERSTANDING BEHAVIORAL REFERENCE PROFILES

Names of those I work with that have this style



- Steady, patient, relaxed, warm and approachable
- Best with unchanging environment; tolerance for repetition
- Learns by repetition
- Respects and seeks direction, needs a plan to follow
- Eager to do what is expected, better than average detail work
- Affable, patient listener

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- Warmth, charm, social poise and social skill
- Persuasive selling style
- Team-builder and organizational developer
- Generalist, needs freedom from structure
- Venturesome, risk taker, rallies other people around their goals
- Self-confident, strong ego, initiative

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- Complete extravert, warm, friendly, casual, uninhibited
- Persuasive selling, empathetic, communicates verbally
- Sells intangibles, little emphasis on facts or details
- Effective with groups
- Delegates authority and details, little follow-up
- Won't take no for an answer

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- Thorough, accurate, careful, precise
- Reserved, introspective, imaginative, analytical
- High level of technical expertise
- Needs structure, adheres to rules
- Patient, consistent, methodical, tight delegation, strong follow-up
- Authoritative, telling

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- Needs strong structure, adheres to the rules
- High-precision, high-quality detail work
- Respects authority
- Reserved, analytical, introspective
- Serious, skeptical
- Sincere, factual, cautious communicator

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- Results oriented
- Innovative, drive for change, calculated risk-taker
- Self-starter, self-motivator, initiative
- Analytical, critical, creative thinking
- Controlling, tough on people
- High standards, high-quality work, expert

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- Self-starter, self-motivator, takes initiative
- Results and goal oriented, fast, intense
- Independent generalist, free from structure
- Venturesome, risk-taker, authoritative, telling
- New ideas, new technologies, innovation
- Troubleshooter

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